

LIFELINES TO THE FUTURE

PRESBYTERIAN- ST. LUKE'S HOSPITAL



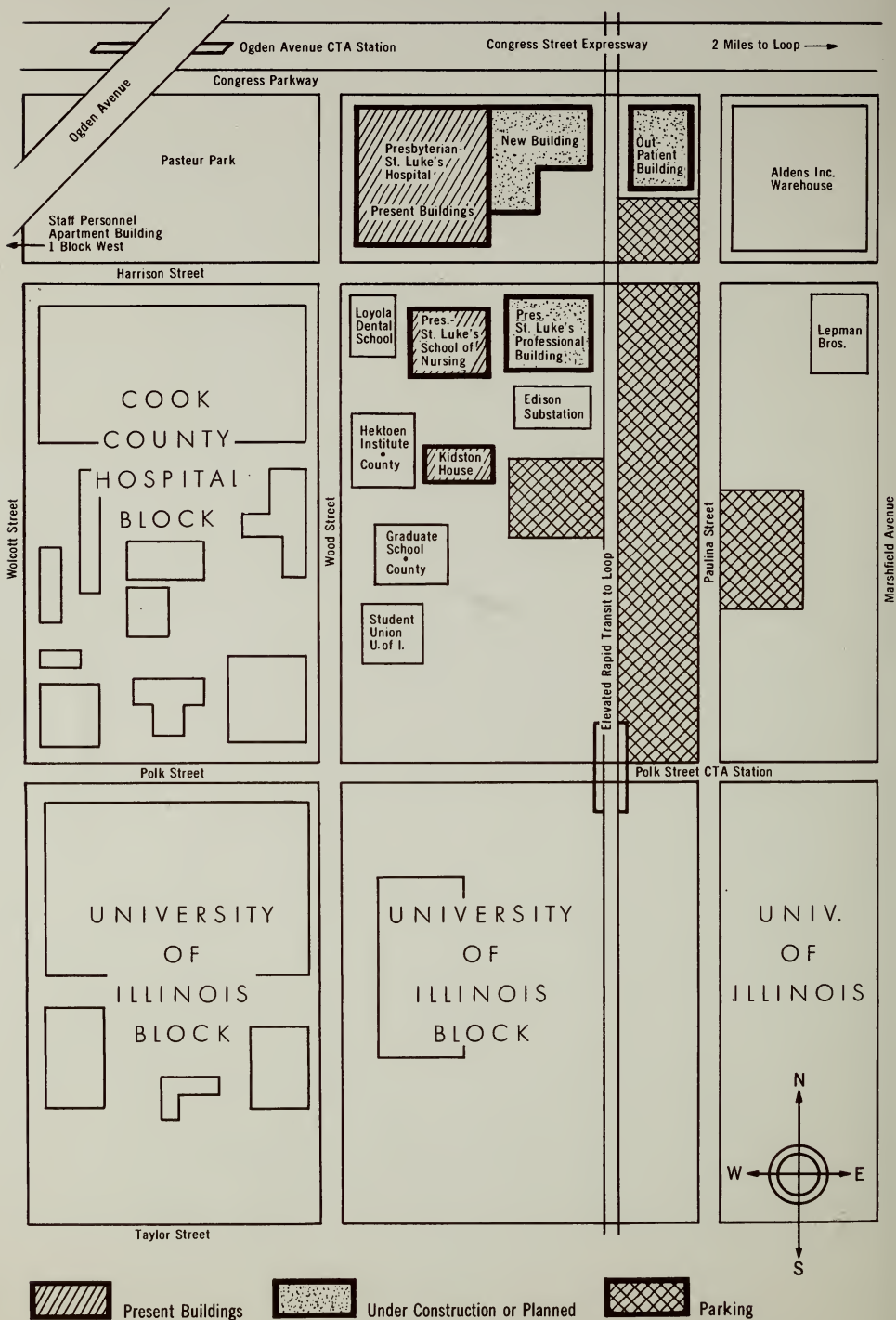
interim report

1955-1956

THE GREAT EXPRESSWAY SYSTEM

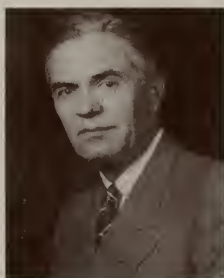
PRESBYTERIAN-ST. LUKE'S HOSPITAL

INCLUDING RELATED PORTIONS OF THE WEST SIDE MEDICAL CENTER



PRESBYTERIAN— ST. LUKE'S HOSPITAL

interim report



FOREWORD

PRIOR TO THE MERGING of the two hospitals, St. Luke's operated on a calendar-year and Presbyterian on a September 1-August 31 financial basis. Consequently, in order to give full impact to our first complete year as a combined institution, our initial consolidated annual report will not be issued until the fall of 1957.

This interim report is intended to bring our many friends up-to-date on the current status of our operations.

Thanks to the unselfish cooperation and hard work of our new Board of Trustees, our combined medical staffs and personnel and the two Woman's Boards, an excellent start has been made toward our ultimate goal—to give Chicago and the middle west as fine a service, teaching and research hospital as there is in the land. On the fund-raising front, too, progress has been extremely gratifying. As this report went to press, nearly \$3,500,000 of

the \$7,500,000 needed to launch our broad-gauge, \$18,500,000 development program had already been subscribed by individuals, corporations, foundations and members of the "inner family."

In Presbyterian-St. Luke's Hospital, we have merged the know-how of the distinguished staffs of two old and well-established institutions. Its combined endowment is probably four times that of any other Chicago hospital. Add to these factors the backing we have from two great Protestant churches, the support we enjoy of hundreds of the city's leading citizens, the work of our energetic Woman's Boards, our rewarding affiliation with the University of Illinois and our strategic location at the hub of the expressway systems entering Chicago's Loop, and you have a formula for success which cannot be denied.

RALPH A. BARD
Chairman, Board of Trustees

PRESIDENT'S REPORT



AFTER MANY MONTHS of painstaking investigation and meticulous study, the individual Boards of Presbyterian Hospital and St. Luke's Hospital voted to consolidate on April 25, 1956.

The importance of this date and decision in the medical history of Chicago is now taking shape at the West Side Medical Center. Each passing day brings closer the ultimate goal—to give the community a voluntary, teaching hospital of nationwide importance.

Patient Prime Concern

The cornerstone is, of course, better patient care. This is assured for the following reasons, all an integral part of the patient's well-being :

(a) The quality of medical staff is at hand with the joined eminence of our two fine groups of doctors.

(b) The hospital facilities being created will be the most modern that science and industry can provide. This means that our outstanding staff will have an equally outstanding modern workshop.

(c) Close affiliation with the College of Medicine of the University of Illinois assures the opportunity for top-notch medical education of interns, residents, nurses and technicians.

(d) Important research will be made possible by the up-to-date laboratory facilities to be consolidated and centralized.

Problems Are Many

Many problems are bound to arise. Some have already been overcome. Others will be solved before physical merger takes place in about two years.

During this period and thereafter we must constantly remember that hospitals are people. The patient is a person who comes to us to be cured. The doctors and nurses have dedicated their lives to effect that cure. Each person associated with or employed by a hospital is interested in people and, therefore, should be willing to do everything possible to comfort and encourage the patient. In any merger there are bound to be some conflicting opinions, but we feel confident that once the larger objective is understood, each of us will be willing to think and act to the ultimate benefit of all.

It is appropriate that I regretfully report the untimely passing of one of our most interested, energetic and generous trustees, Mr. Burton Hales. He always recognized the need to provide tender, sympathetic care and most modern

surroundings. His loss will be keenly felt though he leaves behind an inspiration to all his fellow trustees.

Loop Office Established

Everyone reading this report should be apprised that the Presbyterian-St. Luke's Hospital Development Office is located at 208 S. La Salle St. This nerve center of the present phase of our program is the office of Mr. James M. Kittleman, our Director of Resources and Development. Obviously, via this office we solicit inquiries, suggestions and generous consideration for the funds necessary to complete our initial buildings.

Perhaps you have realized that we are developing a hard-hitting, dynamic organization. To be successful, personal feelings must be welded into the wonderful strength of the whole project. This takes time, but the end result will bring the complete cooperation needed to arrive at both our physical and financial goals.

Must Set Sights High

So to each doctor, to each nurse and technician, to administration,

to each employee of this great institution, and to our many friends and former patients, I send two messages:

First, the sincere thanks of the entire Board of Trustees for all you have done during the past months and years.

Second, a request that you recognize and understand the magnitude of our objectives; that you no longer look back to the distinguished past; that you set your sights high and join all of us in creating a voluntary, teaching hospital of which we, Chicago and the entire midwest can be proud.

JOHN P. BENT
President



Left to Right : John P. Bent, Mrs. Charles H. Morse, Jr., President, St. Luke's Woman's Board, and Mrs. Charles Balfanz, President, Presbyterian Woman's Board, in School of Nursing, with superstructure of 13-story pavilion in background.

DIRECTOR'S REPORT



TWO EVENTS OF MAJOR IMPORTANCE occurred in the spring of 1956. Construction of the new pavilion began on March 21 and the merger of St. Luke's and Presbyterian Hospitals was accomplished on April 25.

The planning preceding these two events was exhaustive and required many hours of effort and deliberation on the part of the Trustees and the medical staffs of both hospitals. Many details regarding staff organization were worked out with the Dean of the University of Illinois College of Medicine.

Final Step Taken

Finally, the Trustees of the two hospitals took the bold step of consolidation. Progress of the new organization since then has been living evidence of the importance of this action.

In the spring of 1955 the Board of Managers of Presbyterian Hospital had voted to erect a steel framework on the new building capable of carrying an additional six stories should this become desirable in the future. This proved to be a very wise decision, for after the merger it was relatively easy to plan for an enlarged pavilion to meet the requirements of the new hospital.

The architects stated that seven

floors could be added if desired and the new Board of Trustees decided to take advantage of this. The new pavilion will rise 13 floors and add 500 beds to the existing Presbyterian Hospital. Total beds slightly exceeding 900 will be ready for use in late 1958 or early 1959.

Master Plan Developed

With the merger came an enlarged master plan which includes a professional building containing 100 hotel-type, self-service rooms in addition to doctors' offices. A nearby commercial building, to be acquired through the Medical Center Commission, will serve as the new outpatient building. It will also contain house officers' accommodations and storage space for supplies.

The School of Nursing will be expanded to a capacity of 350 students. A new residential apartment building for hospital personnel will be erected on land to be acquired along the Congress Street Expressway. Sufficient space will be included to provide adequate parking.

While these historic events were in the making, regular activities of the two hospitals were continued by their proficient personnel. Purchasing for both was centralized at Presbyterian Hospital early in the summer and accounting was combined at Presbyterian on Sep-

tember 1. Miss Edith Payne was appointed Director of Nursing for the combined hospitals in August, bringing both nursing services and schools of nursing under one head.

Establish Combined Budget

In August, a 1956-7 operating budget of \$11,391,037 for the combined hospitals was developed.

Physical changes effected in the year just closed were as follows:

Completion of the renovation at the personnel apartment house at 1940 Lincoln Avenue.

PRESBYTERIAN HOSPITAL

Complete renovation of the "Second Upper" floor in the Jones Building (32 beds).

Renovation of many areas in the Central Free Dispensary creating the following :

- (a) a new record room for out-patient records
- (b) laboratories in endocrinology and hematology
- (c) a new radioisotope laboratory
- (d) a new personnel health service
- (e) a new surgical clinic area

Conversion of F Corridor to intensive therapy for surgical patients (12 beds).

Renovation of the maternity floor providing a complete new nursing station and medication room; a new

utility room and laundry storage room; an additional lavatory room equipped with wash stands, a shower and toilets, and a sleeping and rest room for senior medical students.

A print shop which produces all the forms for both hospitals as well as all duplicating work.

Decorating and furnishing of medical records department. Establishment of a forms revision program which will result in a standardization of records.

Reorganization of central supply to render a much improved and more extensive service to nursing stations.

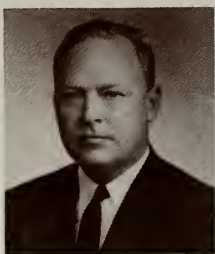
ST. LUKE'S HOSPITAL

Renovation has been kept at a minimum in keeping with the plan to discontinue use of these buildings in three years. General decorating has been continued at a high standard, however, to maintain the appearance and condition of the hospital.

A color television camera was installed in one of the operating rooms. This gift from the Woman's Board of St. Luke's will be moved to the new hospital when the physical merger occurs in the winter of 1958-59.

KARL S. KLUICKA, M.D.
Director

DEVELOPMENT REPORT



PRESBYTERIAN-ST. LUKE'S HOSPITAL is on the threshold of an era of unprecedented expansion and progress.

Through the consolidation of two of Chicago's oldest and most distinguished hospitals and the launching of our \$18,500,000 development program, the foundation has been laid for the building of one of the nation's outstanding institutions of medical service, teaching and research.

Our course is now clearly charted. To achieve our objective, we have only to follow the broad plan adopted by the Board of Trustees after months of study and planning. In addition, of course, we must tell our story to the public, using all channels of communication at our command and enlist the financial and moral support of public-spirited individuals and corporations.

Program Broad in Scope

The Presbyterian-St. Luke's Hospital Development Program is one of the most comprehensive and purposeful public service projects ever initiated in this area.

No hospital can stand still. Facilities for patient care, education and research must be constantly improved and extended to keep pace with medical advances.

Long before serious thought was given to a merger of Presbyterian and St. Luke's hospitals, the need

for sizable expansion and remodeling programs at each institution was apparent. When the two boards met and examined the evidence, it became clear that consolidation would not only bring very practical economic advantages, but offered other significant opportunities affecting the whole future of Chicago as well.

Will Rank with Leaders

Now that the merger is a *fait accompli*, the road is clear to the creation of a great medical institution which will stand with the nation's top-ranking hospitals in quality of patient care, research and training of young doctors, technicians and nurses.

Our long-range plan is designed to go hand in hand with Chicago's growth and progress in commerce and industry and embraces the following projects :

13-Story Pavilion	\$ 9,378,822
New Central Kitchen and Cafeteria	983,000
Renovation of Present Buildings	1,000,000
Addition to School of Nursing	300,000
Purchase and Renovation of Buildings for Out-Patient Clinic	700,000
Professional Building	3,400,000
Apartments for Hospital Personnel	2,300,000
Reserve for Contingencies . .	438,178
	<u>\$18,500,000</u>

Available funds from Presbyterian and St. Luke's will supply approximately \$5,300,000 of the total program cost. The professional building and apartment building for hospital personnel, totaling some \$5,700,000, will be privately financed. The loan will be amortized through office and apartment rentals. The remaining \$7,500,000 is being sought through public subscriptions.



New hospital pavilion will be completely air-conditioned and sound-proofed.



Addition to School of Nursing will complete T-shape of attractive structure.

Pavilion Air-Conditioned

The new 13-story pavilion, now under construction, will be completely air-conditioned and sound-proofed. It will boast the latest diagnostic and therapeutic equipment available. In patients' rooms, offices, examination rooms, lounges and corridors, thoughtful emphasis will be given to modern, harmonizing color schemes, ample light and distinctive furnishings. Remodeling of the existing Presbyterian structures is already well under way.

A beautiful chapel, on the first floor, will be open daily for meditation and prayer. Two hospital chaplains will hold services here each Sunday.

A lecture room, seating approximately 225 persons, will be an important training facility for young doctors and nurses. It will be equipped with a closed-circuit color television unit which will enable students to witness surgery performed elsewhere in the hospital.

Modern Cafeteria Planned

A modern and attractive cafeteria will be a real convenience for patients, visitors and staff. It will be served by a stainless steel kitchen embodying the latest in food prepa-

ration, cooking and storage equipment.

There will be a gift shop just off the main lounge. Here visitors will be able to select appropriate gifts for patients. The shop will be operated by the Woman's Board and proceeds will go to the hospital.

With the physical consolidation of the two schools of nursing at the West Side Medical Center, expanded classroom facilities and living accommodations will be required. This will be accomplished by an addition to the existing Presbyterian School of Nursing. This well-equipped, pleasant building will be an important factor in attracting nursing candidates from all sections of the country.

New Out-Patient Clinic

In keeping with their dedicated purpose, St. Luke's and Presbyterian hospitals have always been noted for the great amount of free medical care they give to Chicago's needy sick and injured. A commercial building just east of the new pavilion, to be bought and remodeled for conversion to an out-patient clinic, will implement the furtherance of this policy of serving the city's indigent, regardless of race or creed.



Out-patient clinic. Nearby commercial building will be purchased and completely remodeled for this purpose.

New professional building will include doctors' offices, hotel-type rooms for patients and relatives of critically ill.

The new professional building will contain doctors' offices as well as hotel-type rooms for patients undergoing examination and observation, and for relatives of the critically ill. The structure will save time for both patient and doctor. Because of its close proximity to the hospital and its laboratory facilities, doctors will be able to provide complete diagnostic service.

Apartments for Personnel

Another unusual feature of the program is the apartment building for hospital personnel. This structure, containing over 150 living units, will be built in the residential area of the medical center.

Down through the years both St. Luke's and Presbyterian have been deeply indebted to their ever-widening circle of friends—individual, foundation and corporative—whose financial aid has enabled them to carry on their vital service to the community. With the consolidation of these two hospitals into one top-ranking medical institution, the importance of such backing becomes even more significant.

Presbyterian-St. Luke's is now a major nonprofit corporation with a combined endowment which already outstrips that of many of the

nation's private colleges. It must continue to grow as the scope of our services expands.

Merger Aids Fund-Raising

From a fund-raising standpoint, the consolidation of the two hospitals is a distinct advantage. It is axiomatic that more dollars can be attracted to a single worthy cause. Executives of one of our largest supporting corporations recently told us that they would double the amount of their very substantial contribution to Presbyterian-St. Luke's because they felt the dollars so spent would buy more and better medical service for the community in the merged institution.

Today, because of the growing trend among corporations toward the creation of philanthropic foundations, much greater discernment is being shown in the selection of organizations to be supported. From this point forward we must be continuously alert to our relationship with a widening circle of the public to firmly establish the worthiness of our program and its long-range objectives.









JAMES M. KITTLEMAN
*Director, Resources and
Development*

PRESBYTERIAN- ST. LUKE'S HOSPITAL



How each
dollar was
spent in
1956

Year ended
August 31,
1956

ADMINISTRATION		1.6¢
LAUNDRY AND HOUSEKEEPING		9.2¢
MAINTENANCE AND REPAIRS		7.7¢
DIETARY		11.3¢
X-RAY AND OTHER LABORATORIES' SERVICES		11.7¢
GENERAL SERVICES		11.0¢
MEDICAL SERVICES AND DRUGS		17.4¢
NURSING SERVICE AND EDUCATION		30.1¢

STATISTICS 1955/56

Total Admissions	<u>28,050</u>	Autopsies—543; Percentage . . .	<u>72.30%</u>
Adults	<u>25,026</u>	Operations Performed	<u>23,211</u>
Infants	<u>3,024</u>	X-ray Examinations and	
Total Days Care of Patients . .	<u>272,360</u>	Treatments	<u>83,384</u>
General Hospital	<u>201,849</u>	Electrocardiographs	<u>13,615</u>
Psychiatric	<u>15,647</u>	Electroencephalographs	<u>1,391</u>
Pediatrics	<u>19,531</u>	Laboratory Examinations	<u>573,271</u>
Maternity—Mothers	<u>19,447</u>	Physical Therapy Treatments . .	<u>43,797</u>
Maternity—Newborn	<u>15,886</u>	B. M. R.	<u>3,723</u>
Percentage of Occupancy		Blood Transfusions	<u>7,893</u>
(Excluding Newborn)	73.50%		

	CENTRAL FREE DISPENSARY	MORTON CLINIC	TOTAL
Chicago Welfare Department	14,488	2,200	16,688
Cook County Department of Welfare	13,600	5,340	18,940
All Others	35,418	27,056	62,474
	<u>63,506</u>	<u>34,596</u>	<u>98,102</u>
Total Visits			
Patients Admitted to the Hospital	1,819	1,295	3,114

FINANCIAL
STATEMENT

PRESBYTERIAN-ST. LUKE'S HOSPITAL
Balance Sheet — August 31, 1956

ASSETS

OPERATING FUND:

Cash and U. S. Government securities	\$ 128,158		
Accounts receivable, less reserve of \$241,510 for losses in collection	959,127		
Inventory (at cost) and prepaid expenses	<u>384,944</u>	\$ 1,472,229	
Plant assets— Land and buildings (without reduction for accrued depreciation) at recorded value not in excess of cost	\$10,228,967		
Equipment, at cost, less reserve for depreciation of \$1,238,524	<u>833,663</u>	<u>11,062,630</u>	\$12,534,859

DEVELOPMENT FUND (note):

Construction in process	\$ 1,117,348		
Funds held for construction (including investments of \$1,056,751; market \$1,034,063)	<u>1,677,320</u>	2,794,668	

ENDOWMENT AND OTHER FUNDS:

Cash	\$ 396,372		
Investments (including securities of \$14,640,990; market \$19,267,287)	15,902,100		
Due from Operating Fund (net)	364,828		
Other assets	<u>65,742</u>	16,729,042	

NOTE: The hospital is currently engaged in a development program
for the expansion of its plant facilities. Total commitments
outstanding as of August 31, 1956, approximate \$8,000,000.

\$32,058,569

Statement of Changes in Fund Balances
for the Year Ended August 31, 1956

BALANCES AT AUGUST 31, 1955:

The Presbyterian Hospital of the City of Chicago	
St. Luke's Hospital	

ADDITIONS OR (DEDUCTIONS):

Net income for the year	
Gifts, bequests and general and specific purpose research and educational grants	
Gain or (loss) on disposition of investments	
Income allocated to operating fund for research and education, free patient care and hospital operating expenses	
Woman's Board funds used for hospital furnishings, equipment, etc.	
Research and educational (\$495,942) and development fund campaign expenditures not considered applicable to general hospital operations	
Write-off of unpaid pledges not considered collectible	
Appropriation of expendable funds for working capital purposes.	
Additions to plant assets, less depreciation provision of \$114,221	
Cost of St. Luke's Hospital equipment previously charged to current operating expenses, less accumulated depreciation thereon	
Other transactions	

BALANCES AT AUGUST 31, 1956

LIABILITIES

OPERATING FUND:

Accounts payable and accrued liabilities	\$ 812,774		
Due to Endowment and other funds (net)	<u>364,828</u>	\$ 1,177,602	
Mortgage note, 4%, payable \$6,000 quarterly to July 1, 1960, and balance on October 1, 1960		788,000	
Reserve for major repairs and nonrecurring expenditures		214,411	
Operating Fund balance—			
Working capital	\$ 80,216		
Equity in plant assets	<u>10,276,630</u>	<u>10,356,846</u>	\$12,534,859

DEVELOPMENT FUND (note):

Payment due contractor	\$ 111,469		
Development fund balance	<u>2,683,199</u>		2,794,668

ENDOWMENT AND OTHER FUNDS:

Advances from outside sources for specific research and educational grants		\$ 85,377		
Fund balances—				
Endowment funds	\$11,679,873			
Expendable funds	3,361,714			
Unexpended specific purpose funds	1,226,036			
Woman's Board funds—				
Presbyterian	\$169,727			
St. Luke's	<u>206,315</u>	<u>376,042</u>	<u>16,643,665</u>	<u>16,729,042</u>
				<u>\$32,058,569</u>

OTHER FUNDS

OPERATING FUND								
Working Capital	Equity in Plant Assets	Development Fund	Endowment Funds	Expendable Funds	Unexpended Specific Purpose Funds	Woman's Board Funds		
						Presbyterian	St. Luke's	
\$93,398	\$ 6,037,914	\$ 890,524	\$ 8,148,310	\$3,274,203	\$ 882,659	\$152,494	\$ —	
(53,083)	3,808,529	756,836	2,366,850	159,322	324,256	—	193,039	
\$40,315	\$ 9,846,443	\$1,647,360	\$10,515,160	\$3,433,525	\$1,206,915	\$152,494	\$193,039	
4,498	—	28,446	481,837	137,887	33,293	56,073	70,820	
—	—	1,076,452	484,836	40,541	675,929	—	—	
—	—	(2,946)	678,270	238,523	—	8,155	410	
—	—	—	(477,679)	(137,887)	(194,159)	(41,663)	(50,471)	
—	—	—	—	—	—	(5,332)	(7,158)	
—	—	—	—	(97,853)	(495,942)	—	—	
—	—	(65,345)	—	—	—	—	—	
81,466	—	—	—	(81,466)	—	—	—	
(22,063)	184,761	—	—	(162,698)	—	—	—	
—	221,426	—	—	—	—	—	—	
(24,000)	24,000	(768)	(2,551)	(8,858)	—	—	(325)	
<u>\$80,216</u>	<u>\$10,276,630</u>	<u>\$2,683,199</u>	<u>\$11,679,873</u>	<u>\$3,361,714</u>	<u>\$1,226,036</u>	<u>\$169,727</u>	<u>\$206,315</u>	

Summary of Operations for the Year Ended August 31, 1956

Total charges to patients during the year amounted to	\$ 9,631,062	
Free service and allowances aggregated	445,373	
Resulting in operating revenue of	\$ 9,185,689	
Operating expenses (a substantial portion of which represents salaries and wages) were	10,397,954	
Causing an operating loss of	\$ (1,212,265)	
This loss was offset by receipt of the following funds—		
Investment income; Woman's Board contributions; specific purpose income	\$901,859	
Donations for current operations—		
Churches, individuals and other organizations	194,245	
Community Fund	119,310	
Other (net)	1,349	1,216,763
Which resulted in net income for the year of	\$	4,498

To the Board of Trustees,
Presbyterian-St. Luke's Hospital,
Chicago, Illinois:

We have examined the balance sheet of Presbyterian-St. Luke's Hospital (an Illinois not-for-profit corporation) as of August 31, 1956, and the related statements of changes in fund balances and summary of operations for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

On April 25, 1956, St. Luke's Hospital was merged with The Presbyterian Hospital of the City of Chicago; in connection therewith, the name of the organization was changed to Presbyterian-St. Luke's Hospital. The accompanying financial statements include the combined operations and transactions of the predecessor as well as the merged organizations for the period September 1, 1955, to August 31, 1956.

As of January 1, 1956, St. Luke's Hospital changed its policy with regard to accounting for equipment costs so as to conform with the previous policy of The Presbyterian Hospital of the City of Chicago. Prior to this date, costs of equipment were charged to current operating expenses in lieu of depreciation charges. As of January 1, 1956, the cost, less accumulated depreciation, of all St. Luke's Hospital equipment was recorded as an asset of the Operating Fund (resulting in a net increase of \$221,426 in equity in plants assets). Subsequent additions have likewise been recorded as assets of the Operating Fund and, since January 1, 1956, equipment depreciation has been charged to current operating expenses. This change in policy resulted in an increase in charges to operations of the current year of \$51,419.

It is the policy of the hospital to make no provision for depreciation of hospital buildings.

With the above explanations, in our opinion, the accompanying balance sheet and related statements of fund balances and summary of operations presents fairly the financial position of Presbyterian-St. Luke's Hospital at August 31, 1956, and the results of its operations for the year then ended and were prepared in conformity with generally accepted accounting principles applied, except for the change in policy with regard to accounting for equipment costs described above, on a basis consistent with that of the years ended August 31, 1955, and December 31, 1955, respectively, for The Presbyterian Hospital of the City of Chicago and St. Luke's Hospital.

ARTHUR ANDERSEN & CO.

Chicago, Illinois
October 26, 1956

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